



Strategic Area RECREATION AND CULTURE

Mission:

To develop, promote and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations

GOALS

- Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs
- Secure and invest additional public and private resources to improve and expand programs, services and facilities
- Increase participation in and awareness of programs, services and facilities
- Develop lifelong learning and professional development opportunities through education, outreach and training partnerships

Priority Key Outcomes

- Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork
- Available and high quality green space throughout the County
- More cultural, recreational and library programs and services available to address varied community interests and educational needs
- Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities
- Quality customer service at all recreational, cultural and library facilities
- Cultural, recreational and library places and facilities located where needed throughout the County
- Reduction in unmet recreational, cultural and library needs
- Expanded awareness of and access to cultural, recreational and library programs and services

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2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Cultural Affairs

PURPOSE

Develop cultural excellence, diversity, and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists, cultural organizations, and residents and visitors who are their audiences.

FUNCTIONAL TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u>		
<ul style="list-style-type: none">• Develops countywide cultural policies and plans in coordination with the Cultural Affairs Council, including setting cultural need priorities and effective growth strategies• Formulates and manages all departmental programmatic initiatives• Directs and coordinates all departmental internal operations (e.g., liaison with all other departments and agencies) and external functions (e.g., planning, advocacy, strategic partnerships, cultural development, new resource initiatives, etc.)		
<u>CULTURAL DEVELOPMENT</u>	<u>CULTURAL FACILITIES IMPROVEMENT AND MANAGEMENT</u>	<u>EDUCATION AND OUTREACH SERVICES</u>
<ul style="list-style-type: none">• Provides direct support through fellowship and professional development grants, workshops, and exhibition opportunities to local artists• Supports non-profit cultural groups and their organizational development through eight competitive grant programs• Advances professional skills of cultural organizations through technical assistance involving individual consultations, trilingual grants writing training, specialized workshops, collaboration with outside private and public organizations, and professional development seminars	<ul style="list-style-type: none">• Develops and manages construction and operational plans for a new cultural facility in south Miami-Dade• Coordinates capital improvements and operational upgrades to existing facilities to ensure their optimal function as neighborhood cultural centers• Provides direct support through competitive grants to cultural facilities for capital improvements (e.g., renovations, purchases, equipment) and to cultural organizations for non-traditional audience development/programming initiatives; assesses and develops plans for operational and programming needs of neighborhood facilities	<ul style="list-style-type: none">• Designs and implements curriculum-based arts in education and after-school arts programs and creates arts education partnerships with community and statewide organizations• Manages all cultural information services (e.g., publications, www.tropiculturemiami.com, joint advertising, research); provides direct support through competitive grants to tourism enhancing projects• Develops and sustains arts partnerships among cultural groups and non-arts organizations for research, resource development, and programming; increases accessibility of arts activities; and stimulates new initiatives that use the arts to accomplish social change

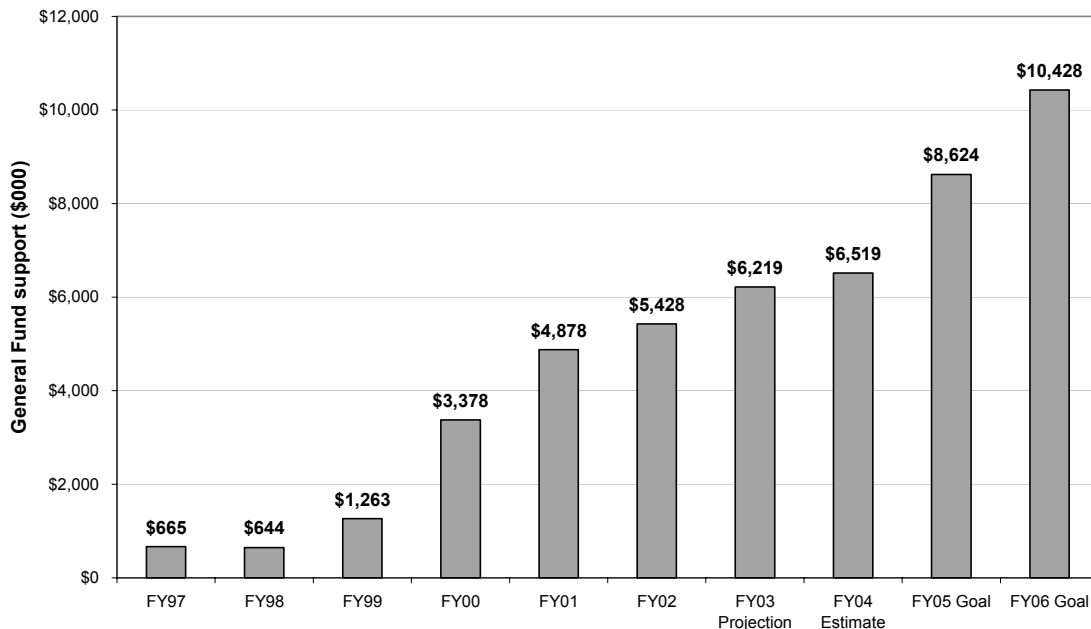
BUSINESS PLAN

- Selected strategies/objectives: serving as a countywide cultural developer by increasing available funding through the 14 existing grant programs; improving existing and developing new cultural facilities in neighborhoods throughout Miami-Dade County; and increasing public participation in cultural activities through accessible and comprehensive promotion of events and innovative, affordable ticket distribution initiatives

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Capital program strategy: build, improve, renovate, and expand Miami-Dade County cultural facilities, and then activate these upgraded facilities with programming that offers creative, alternative activities for children, their families, and all audiences

Cultural Grants Programs (General Fund Support)



SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$10.585 million, supported by revenues comprised of \$2.095 million in Tourist Development Tax (TDT) revenues and interest earnings; \$6.519 million from the general fund (an increase of \$300,000); \$533,000 in carryover; \$41,000 in state and federal grants; \$1 million in Performing Arts Center (PAC) Bond funds; \$151,000 in administrative reimbursements from the Tourist Development Council; \$50,000 in arts license plate revenues; \$75,000 in grant funding from the Knight Foundation (second year of a two-year commitment); \$10,000 in Convention Development Tax (CDT) interest; and \$111,000 in contributions from regional and municipal partners for joint projects; the seven-year revenue stream of \$365,000 per year secured in FY 1995-96 through an interlocal agreement with the City of Miami Beach expired in FY 2002-03
- FY 2002-03 TDT revenues are projected to decrease from budgeted level by approximately \$125,000 as a result of a lag in TDT revenue collections; this downturn is being offset by slightly higher than budgeted carryover into FY 2002-03; FY 2002-03 TDT revenues were budgeted at \$11.397 million (adjusted for 95 percent of estimated collections pursuant to state law) which was six percent below FY 2000-01 levels and 12 percent above FY 2001-02 projections – the current projection for TDT is \$10.73 million
- The Department of Cultural Affairs (DoCA) received an additional \$900,000 in County funding in FY 2002-03 for major institutions and other grant programs, as part of its overall strategy to increase cultural funding by \$5 million over four years in order to strengthen cultural organizations by augmenting the resources available through its core grants programs; additional monies went to: Major Cultural Institutions Grants Program (additional \$450,000 to 20 museums and performing arts organizations, e.g., the Florida Grand Opera, the Miami City Ballet, Actors' Playhouse, the Museum of Contemporary Art, the Bass Museum of Art, and two "emerging" major institutions - Miami Symphony Orchestra and the M Ensemble Company); the Cultural

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Advancement Grants Program (additional \$131,000 to mid-to large size culturally diverse performing arts, visual, literary and presenting arts organizations); the Festivals and Special Events Program (additional \$117,000 to large, annual cultural and community festivals, and special events); and the Hannibal Cox, Jr. Cultural Grants, Developing Arts in Neighborhoods, Community and Service Organizations grants programs (additional \$125,000 to medium-sized, small, emerging, and arts service organizations)

- DoCA's full-time staff is recommended to increase by two positions; one part-time position transitions to full-time and a Cultural Affairs capital projects manager to oversee the South Miami-Dade Cultural Center capital project
- ❖ **In FY 2002-03, the department is inaugurating the pilot version of "High 5 Miami," a new program funded in part by the John S. and James L. Knight Foundation, designed to make high quality arts and cultural activities more affordable and accessible to young audiences; Ticketmaster has joined as a partner, and is contributing on-line ticketing services; the complete program will be implemented in the fall of FY 2003-04**
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan is \$60.334 million; actual expenditures for FY 2002-03 are projected to be \$15.099 million and the budgeted expenditure for FY 2003-04 is \$21.936 million
- DoCA is managing the construction and development of the South Miami-Dade Cultural Center, including overseeing the construction bidding process and contract award, revising the operating pro-forma and financing plan to anticipate the pre-opening and projected operating expenses of the center when it comes online (forecast for 2005), and developing governance and management systems for the new center; the construction documents phase is completed and the construction bid package is being prepared in summer 2003 for this 70,000 square foot multi-disciplinary facility, to be constructed on a 6.4 acre site adjoining the South Miami-Dade Government Center; the facility will be comprised of a 1,000-seat theater, studio and activity spaces, and administrative offices; total project cost is estimated at \$33.763 million funded from the PAC bond program proceeds and interest earnings of \$23.461 million, Safe Neighborhood Parks (SNP) Bond Program proceeds of \$247,000 and an additional \$10.055 million in financing proceeds to be repaid with CDT revenues
- Miami-Dade County is providing \$8.708 million of a total \$23 million capital investment plan for the DoCA Existing Cultural Facilities Upgrades program; DoCA oversees the allocation of funds to these organizations and actively monitors and assists in their progress; each of the projects is funded on a reimbursement basis and requires matching funds; funding is provided from PAC bond proceeds and interest earnings; to date, the following existing cultural facilities projects have been completed: interior renovations to the 393-seat Lyric Theater (\$630,000); Actors' Playhouse/The Miracle Theatre improvements (\$240,000); and Shores Performing Arts Theater improvements (\$222,000)
- Other renovation projects currently underway for existing cultural facilities include the following: improvements to the historic 1,709-seat Gusman Center for the Performing Arts (the establishment of adequate operational and management systems for Gusman are being put in place and remain a prerequisite for use of the remaining capital project grant funds - \$3.893 million); the 450-seat Colony Theater (\$775,000); the 300-seat theater at the African Heritage Cultural Arts Center (\$1.065 million); and the Manuel Artime Performing Arts Center (\$145,000)
- Projects in the planning stage include: the 2,498-seat Miami-Dade County Auditorium (\$945,000); the 1,000-seat Joseph Caleb Center Auditorium (\$485,000); the Milander Auditorium in Hialeah (\$300,000)
- DoCA is overseeing grants totaling \$8.161 million funded from PAC bond proceeds and interest earnings for improvements to existing cultural facilities in north Miami-Dade County and the City of Hialeah, to create neighborhood-based, cultural/community centers of excellence in those areas; projects include improvements to the 390-seat Florida Memorial College (FMC) Matthew W. Gilbert Auditorium (\$3.906 million) (the

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Department has served successfully as a partner to raise additional public and private funds for the project, enabling the construction contract to be awarded in April, 2002, and scheduled to be completed by 2004); the 700-seat Hialeah High School Auditorium, scheduled to be completed in early 2004 (\$3.468 million); and the 240-seat Goodlet Auditorium in Hialeah, completed in 2003 (\$787,000)

- The FY 2003-04 Proposed Capital Budget and Multi-Year Plan incorporates a recommended funding strategy for additional interest earnings accruing in the Cultural Facilities projects, plus a multi-year designation of scheduled programming funds for North and South Dade facilities. This plan enables allocation of additional funds required to construct the music building at the African Heritage Cultural Arts Center (\$700,000); completion of capital funding needed for construction of the South Miami-Dade Cultural Center (\$3.880 million); restoration of unfunded equipment (\$500,000); creation of an adequate construction contingency (\$1 million); and provision of capital project staff through the completion of construction for the South Miami-Dade Cultural Center (\$310,000); incorporation of management staff and programming elements necessary to open and sustain the first three years of operations of the South Miami-Dade Cultural Center (\$2.3 million); and addresses current and projected programmatic and capital cash flow needs of the existing, neighborhood, new and future cultural facilities (\$790,000)
- DoCA continues to manage the County's commitments to assist in three rehabilitation, renovation, and expansion projects, totaling \$9.696 million; the Lyric Theater (total project cost is estimated at \$5.341 million, including \$4.341 million from the County); the Caribbean Marketplace (County commitment is \$355,000) – staff is working with the City of Miami to develop a joint strategy that delineates responsibilities between the City and the County for the project; and the Coconut Grove Playhouse (County contribution is \$5 million)
- The final payment of the Miami Circle site acquisition loan balance of \$2.7 million is scheduled to be made from the Capital Outlay Reserve in November, 2003; the state-appointed Miami Circle steering committee is continuing to meet to develop a comprehensive strategy for site preservation, documentation, and providing public access to the Miami Circle

UNMET NEEDS

- Operating unmet needs total \$7.95 million in recurring costs (see appendix for details)
- Unfunded capital needs consist of four projects with an estimated cost of \$32 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Administration	0	0	0	0	1,575	1,827	1,575	1,827	18	20
Programs	6,219	6,519	0	0	3,012	2,239	9,231	8,758	0	0
TOTAL	6,219	6,519	0	0	4,587	4,066	10,806	10,585	18	20

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	1,088	1,575	1,814
Other Operating	7,820	9,208	8,741
Capital	5	23	30
TOTAL	8,913	10,806	10,585

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : RECREATION AND CULTURE									
CULTURAL FACILITIES - NEW	6,226	12,278	15,164	95	0	0	0	0	33,763
FACILITY IMPROVEMENTS	14,113	9,658	2,800	0	0	0	0	0	26,571
TOTAL :	20,339	21,936	17,964	95	0	0	0	0	60,334

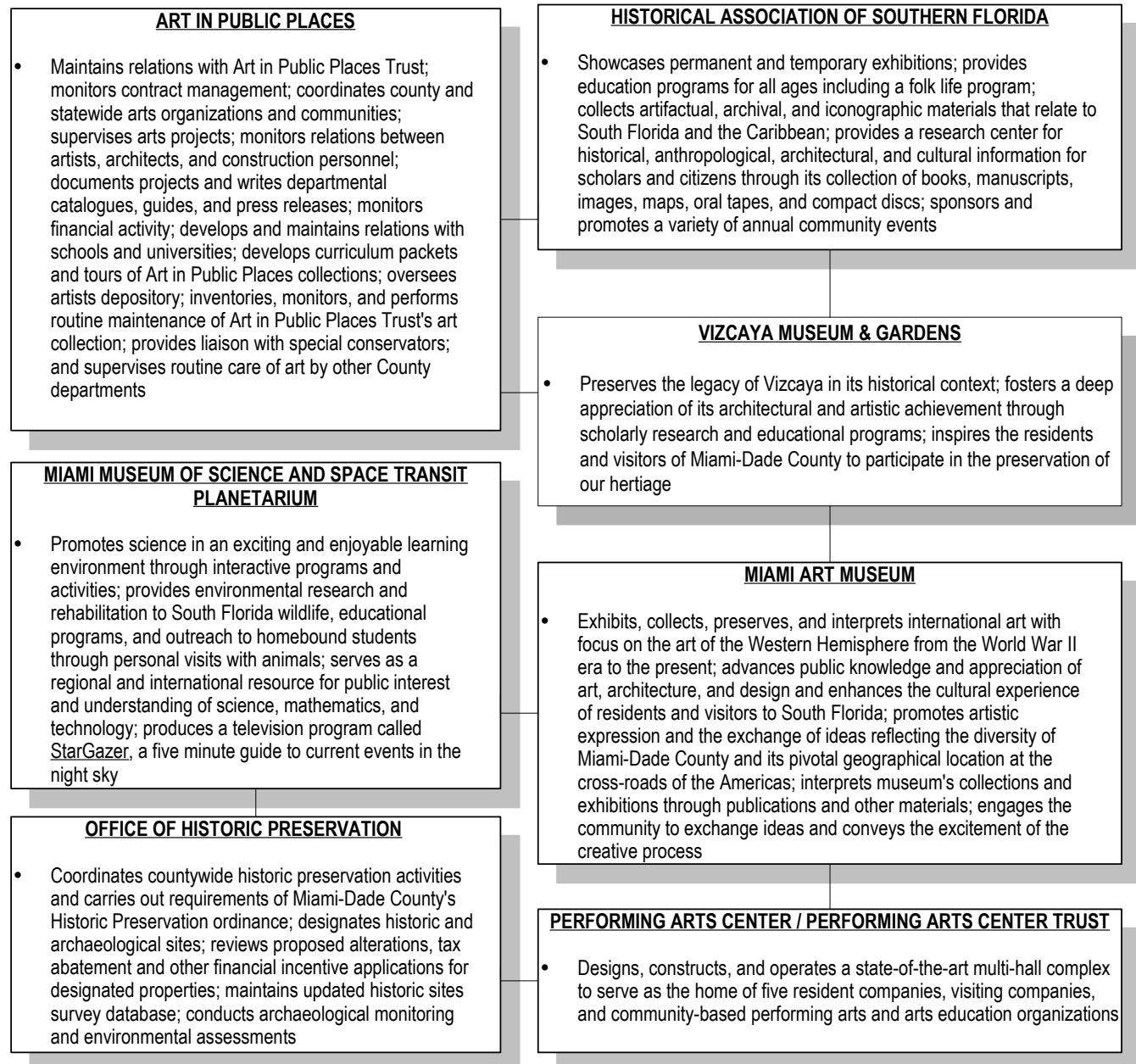
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Cultural Programs

PURPOSE

Provides enrichment, education, and quality arts work to the public through Art in Public Places (APP), for artists' improvements to the built environment; Office of Historic Preservation, for protection and revitalization of historic sites; Miami Art Museum (MAM), for visual and fine arts; Historical Association of South Florida (HASF), for South Florida and Caribbean history and folklife; Miami Museum of Science and Space Transit Planetarium, for science, space, and technology; Vizcaya Museum and Gardens, for preservation of historic landmark; and through the Performing Arts Center (PAC), for world class performances featuring resident companies, community groups, and visiting companies.

FUNCTIONAL TABLE OF ORGANIZATION

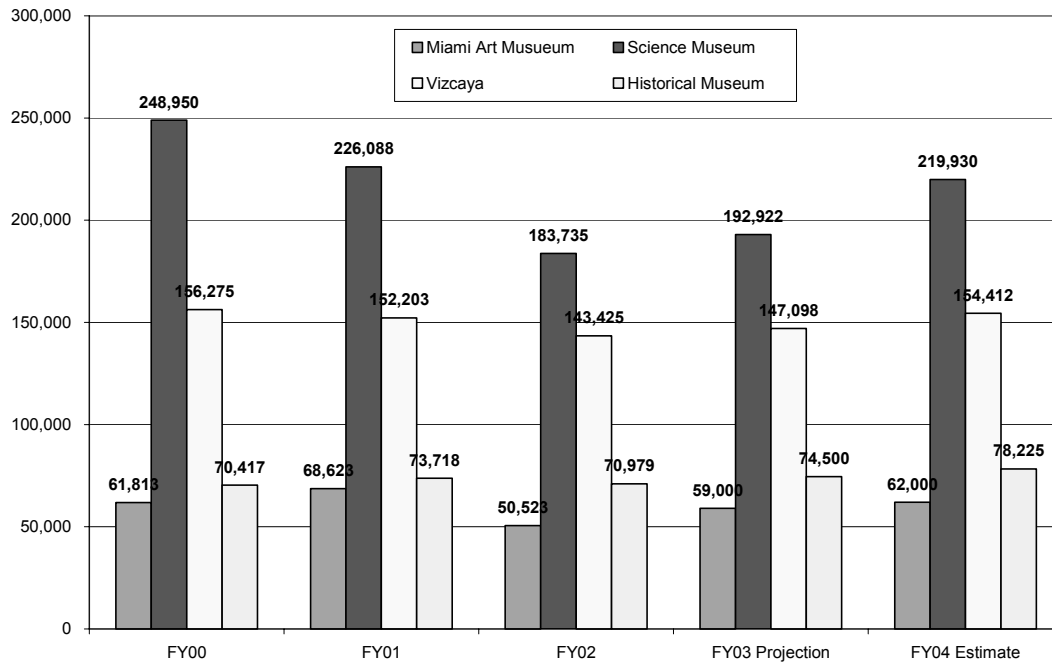


2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

BUSINESS PLAN

- Selected strategies/objectives: increase the public's exposure to cultural programs including: increase museum attendance to pre-September 11th levels (62,000 for MAM, 220,000 for the Museum of Science, 78,000 for Historical Museum, and 154,000 for Vizcaya); encourage a ten percent increase over the next three years for membership upgrade at the HASF; increase MAM membership to 1,525; and implement Art in Public Places (APP) Master Plan
- Capital program strategy: build a world class state of the art Performing Arts Center; and upgrade existing cultural facilities

Museum Attendance figures



SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget provides subsidies to all three major cultural institutions: \$1.742 million to MAM (\$391,000 from the general fund, including rent, and \$1.351 million from Convention Development Tax (CDT) revenues); \$984,000 to the Museum of Science (\$277,000 from the general fund and \$707,000 from CDT revenues); and \$1.219 million to the HASF (\$302,000 from the general fund, including rent, and \$917,000 from CDT revenues); total support to museums is \$3.945 million
- The three major cultural institutions may lose up to \$453,000 of state funding in FY 2003-04 due to state budget cuts; an update to the state appropriations will be provided prior to the first budget hearing in September
- MAM is projecting a shortfall of \$100,000 in FY 2002-03 due to increased salary expenditures; proposed funding for FY 2003-04 is flat when compared to current fiscal year level and may force the museum to adjust its operations to mitigate funding restrictions; the museum will try to increase private donations and investigate alternate sources of revenue before having to cut staff or reduce public service hours
- MAM continued programs that reach out to underserved communities and children which included "FREE Sundays at MAM," "Second Saturdays are Free for Families," and "Artventure" programs that bring school children and families to MAM for free museum experiences

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- A summer arts project designed to reach out to underserved teens, “MAM in the Neighborhood”, was continued at the museum; the 2002 documentary film project involving students from Booker T. Washington Sr. High School premiered at the historic Lyric Theater; in FY 2002-03, MAM is partnering with the Miami-Dade County Park and Recreation Department to bring young people in summer programs to MAM
- MAM presented nine exhibitions, including the critically acclaimed Miami Currents, Shirin Neshat: a survey of the artist’s acclaimed video environments, and American Tableaux which explores the narrative tradition in American art; and continued MAM’s tradition of recognizing and furthering the work of international artists in the New Work series
- Funding of \$100,000 is recommended from the Capital Outlay Reserve (COR) for renovations to the MAM carpentry shop
- In FY 2001-02, the City of Miami Commission adopted a resolution formally designating Museum Park Miami at Bicentennial Park as its vision; MAM and the Museum of Science continue to work together on this project
- The Museum of Science was awarded the Major National Science Foundation multi-year project “Amazon Journey: Vicious Fishes and Other Riches,” a large traveling exhibition to debut in Miami in 2005
- The Museum of Science will be working closely with the County technology departments to upgrade its website, build long-term corporate partnerships and showcase government technology
- The Museum of Science continued its excellence in providing educational programs including training more than 2,000 principals in technology through Florida Leaders.net
- Funding of \$230,000 is recommended from COR for facility renovations including: HVAC chiller maintenance, Planetarium seating and carpeting, roof repairs, and necessary fire safety and electrical upgrades
- In FY 2003-04, the Historical Museum of Southern Florida will be showing two temporary exhibitions; Assignment Miami News Photographers will be on display through January, 2004; this exhibition will be the first to explore the role newspaper photography has played in documenting life in the city and shaping its image for the world; beginning February, 2004, Wrecks and Rescues, 1575 - 2000 will examine shipwrecks, sea rescues and other dramas at sea from the first Spanish arrivals to the most recent Caribbean immigrants
- Second Saturday Family Fun Days and Third Thursdays at the Historical Museum of Southern Florida invite families, residents and visitors to participate in panel discussions and family oriented activities; in addition, the museum runs Discovery Days (Teacher Work Day) Camps, Spring Break Camp, and Summer Camps
- Miami Children’s Museum is contracted to receive \$5 million as part of its construction budget on October 1, 2003; support for the museum, to be paid from CDT revenue, was approved before September 11, 2001; in light of the subsequent reduction in CDT receipts, CDT funds are not available to make the contracted payment; the payment will be financed and the debt service (\$600,000) budgeted in COR; when CDT revenues and growth return to historic levels, COR will be repaid
- Construction of the PAC foundations and approximately 40 percent of the steel superstructure has been completed for both the Ziff Ballet/Opera House and the Carnival Symphony Hall; installation of the buildings’ stone and glass exterior skin will commence in the coming months; preparation of shop drawings for the interior finish trades, such as millwork and drywall has begun; various mock-ups, including those for the APP projects have been completed or are underway
- PAC will complete 24 months of construction by September 30, 2003, which is 52 percent (including the 10-month delay); however, it is anticipated that construction will only be 41 percent (\$104.5 million) complete by the end of the fiscal year
- Management and construction oversight of the PAC project is provided for in the PAC capital budget (\$1.505 million, eight positions)

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- PAC is currently forecasting a 287-day (10 month) delay related to the Ballet/Opera House construction resulting from late delivery and erection of steel; however, it is still anticipated that both the Ballet/Opera House and the Concert Hall will be completed simultaneously
- The PAC project cost is being revised to \$344.338 from \$340.138 million, an increase of \$4.2 million; proposed funding is provided from a combination of financing proceeds (\$227.705 million, including \$68 million of debt to be issued in FY 2003-04); interest earnings (\$53.15 million); CDT (\$6.75 million); municipal contributions (\$5.9 million); state grants (\$3.225 million); Safe Neighborhood Parks (SNP) grant (\$800,000); private donations (\$42.2 million); redirection of the subsidy for FY 2002-03 through FY 2004-05 is needed (\$4.2 million); and miscellaneous revenues (\$408,000)
- The increase of \$4.2 million necessitated by delays in the project schedule includes: design team amendments (\$1.30 million); additional work from outside consultants (\$1.25 million); and additional project contingency to pay for indirect costs such as insurance increases, and other unforeseen costs associated with construction delays (\$1.65 million)



Performing Arts Center....a work in progress

- PAC is negotiating changes to the Amended Agreement with the construction manager to include certain contract administration procedures to facilitate the goals of both parties and to provide a cash flow funding mechanism that will assure continued progress of construction while responsibility for certain costs is resolved
- PAC received an Impact Fee reduction from the City of Miami from \$580,463 (paid in FY 2001-02) to \$108,142; this reduction was a result from an Appeals Process undertaken by Performing Arts Center Management Office (PACMO); the City of Miami will return the difference of \$472,321 by the end of the current fiscal year; PACMO continues to work on a waiver for the remaining \$108,142

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- PAC hired an outside consultant to provide the project with two assistant project managers and a scheduler to provide full-time on-site representation; funding is provided from a portion of the project's programmed funds for contracted services and project contingency (total \$1.328 million)
- PAC hired an expert consultant through the County Attorney's Office to analyze claims/disputes, prepare for possible litigation, and participate in mediation and dispute resolution efforts; funding is provided from project contingency (\$300,000 in FY 2002-03 and \$1 million in FY 2003-04)
- PAC hired an engineering consultant to perform construction material testing for trades including steel, stone, and concrete; monitor and inspect the installation of connections on the construction site and at the production facilities in Canada, South Carolina, Central Florida, and Fort Lauderdale (other facilities will be added as construction continues); funding is provided from programmed funds for contracted services and contingency (\$1.288 million FY 2002-03 and \$250,000 in FY 2003-04)
- PAC is projecting to receive the final installment of the private sector contribution of \$20 million for the construction of the center of an overall commitment of \$63.2 million of which \$42.2 million is earmarked for the design (\$3.33 million); construction (\$38.87 million) of the project; and the balance (\$21 million) is for an operating endowment; the Performing Arts Center Foundation will raise an additional \$2.394 million to the project before October 1, 2003 for the installation of compensating stage lifts for the Ballet/Opera House (\$1.135 million), a sound-proof door at the side-stage of the Ballet/Opera House (\$1.011 million), and curved donor's walls at both the Ballet/Opera House and the Concert Hall (\$248,000)
- PAC re-directed funds (\$3.564 million) previously earmarked for scope changes, furniture and fixtures, PACMO operating expense, and equipment in order to fund additional architectural services
- PAC expects to receive \$1.43 million of tax increment district revenue from the City of Miami Community Redevelopment Agency (CRA) for the Omni redevelopment area, pursuant to an interlocal cooperation agreement between the City of Miami, the CRA, and the County; this revenue will be used for PAC debt service
- The FY 2003-04 Proposed Budget for APP's administration is \$600,000 which funds four positions plus a portion of the shared director; funding for APP is derived from a 1.5 percent art allowance on the construction of new County facilities; APP completed 11 new public art projects, including five at the Seaport, two at the Metrozoo Aviary and one at the Palmetto Metrorail Station
- APP signed a Memorandum of Understanding with Miami-Dade Transit (MDT) to restore the artwork along the transit lines
- APP completed a community-based poetry and visual arts project in partnership with MDT, New World School of the Arts, and the Poetry Guild of Miami
- The FY 2003-04 Proposed Budget for the Office of Historic Preservation's (OHP) administration is \$349,000 which funds five positions, including a director which is shared between APP and OHP
- OHP will relocate next to APP on the 6th floor of the Stephen P. Clark Center by the end of FY 2002-03 to increase operational efficiency
- The Board of County Commissioners amended the Historic Preservation Ordinance creating minimum standards for municipal compliance, requiring municipalities to file an annual report on their Historic Preservation activities and making provisions to prohibit demolition by neglect, among others
- OHP held a Historic Preservation Conference in April, 2003, intended to inform the community about current activities, accomplishments and issues; a preservation network alliance was established among municipal historic preservation board members and private non-profit organizations

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The FY 2003-04 Proposed Budget for Vizcaya Museum and Gardens administration is \$4.462 million and an additional \$800,000 of operating revenue is directed towards capital projects including \$450,000 to replace the main water line to Vizcaya and \$350,000 toward the Master Plan
- Vizcaya is requesting a fee increase in FY 2003-04 to mitigate concern regarding the over-use of the facility; the weekday evening rentals are proposed to increase from \$5,100 to \$6,100, the weekend evening rentals from \$6,100 to \$7,500, and the fee for each additional person over 125 from \$10 to \$12; regular admissions are proposed to increase from \$10 to \$12; and group tours, seniors, and Dade County Residents from \$8 to \$9; this change will generate an additional \$340,000
- Vizcaya is celebrating its 50th year anniversary; the celebration was recognized at the Vizcayans ball in November, 2002, and a free day at Vizcaya in March, 2003; there were over 3,000 in attendance with entertainment ranging from bands to dance performances from local area public schools.
- Vizcaya began renovation of the farm village in FY 2002-03; the \$20 million project will take 10 to 12 years to complete and is not fully funded as of this writing; the first building to be renovated, the garage/blacksmith shop, is expected to open in the fall 2003; the project is funded by the Vizcayan Trust

UNMET NEEDS

- Unfunded capital needs consist of ten projects with an estimated cost of \$507.5 million (details are in the Unfunded Projects listing in the accompanying Appendix book)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Cultural Programs

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Art in Public Places	0	0	0	0	593	600	593	600	6	6
Historical Museum	302	302	0	0	917	917	1,219	1,219	0	0
Miami Art Museum	391	391	0	0	1,351	1,351	1,742	1,742	0	0
Museum of Science	277	277	0	0	707	707	984	984	0	0
Office of Historic Preservation	175	179	0	0	170	170	345	349	6	4
Performing Arts Center	0	0	0	0	1,454	1,505	1,454	1,505	8	8
Vizcaya Museum and Gardens	0	0	0	0	3,911	4,462	3,911	4,462	38	40
TOTAL	1,145	1,149	0	0	9,103	9,712	10,248	10,861	58	58

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	3,366	4,038	4,280
Other Operating	5,396	6,207	6,576
Capital	40	3	5
TOTAL	8,802	10,248	10,861

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : RECREATION AND CULTURE									
FACILITY IMPROVEMENTS	498	1,242	0	0	0	0	0	0	1,740
PERFORMING ARTS CENTER FACILITY - NEW	162,375	116,319	64,060	1,584	0	0	0	0	344,338
TOTAL :	162,873	117,561	64,060	1,584	0	0	0	0	346,078

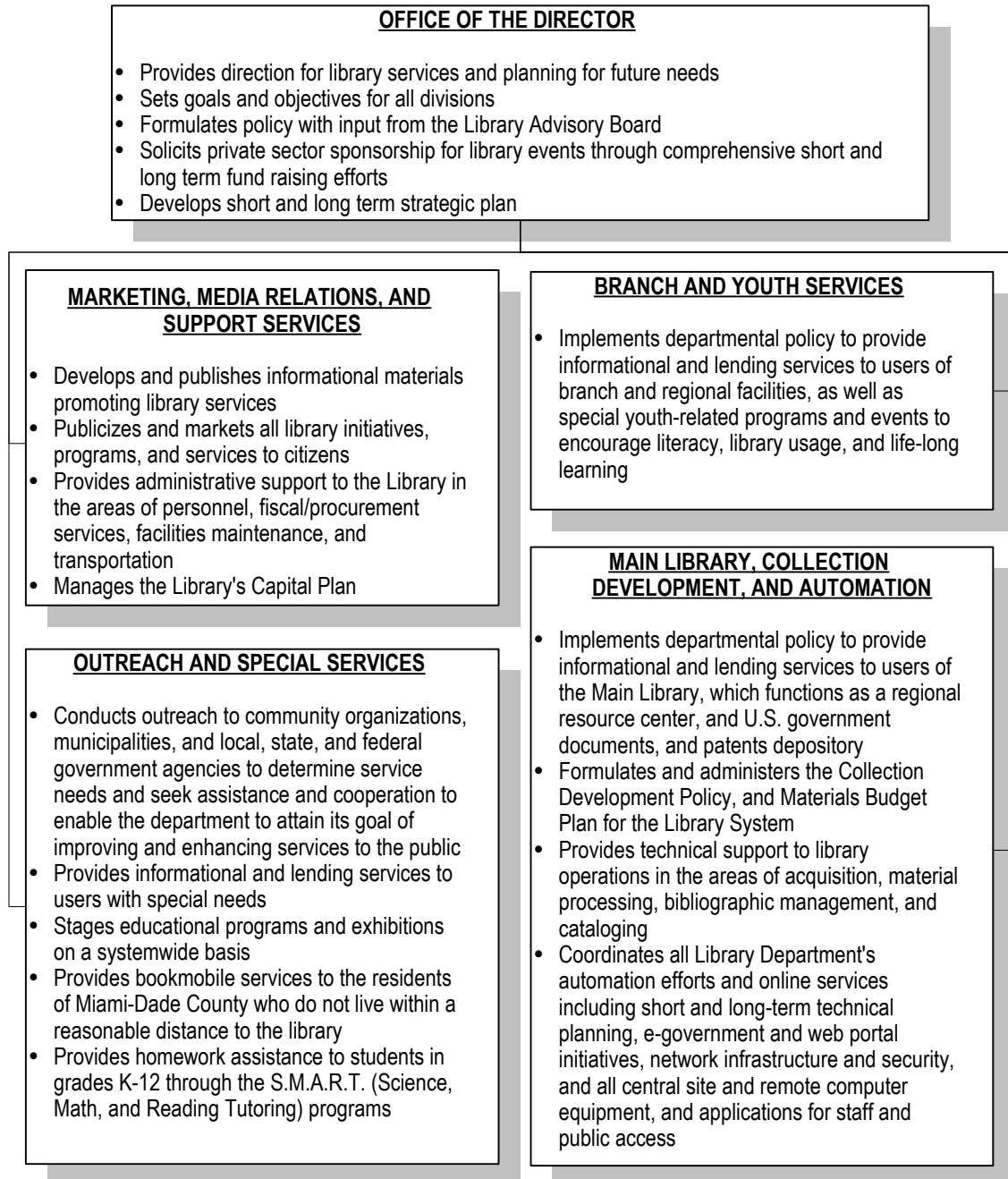
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Library

PURPOSE

Maintain, operate, and improve public library services reflecting the informational, educational, and recreational needs of a diverse community.

FUNCTIONAL TABLE OF ORGANIZATION



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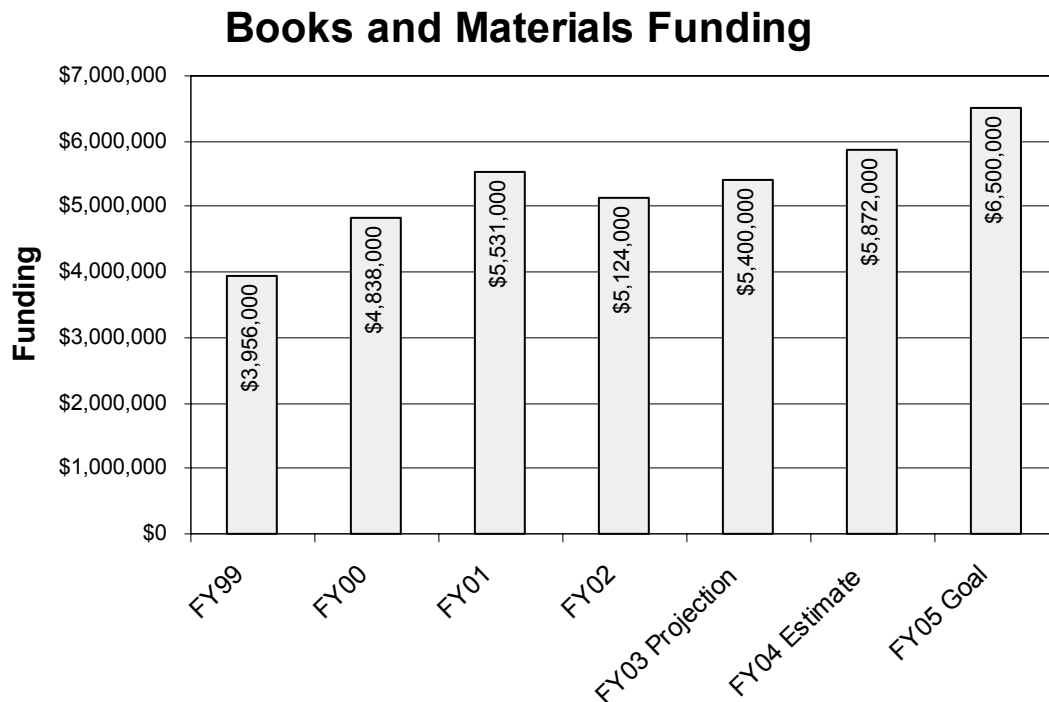
BUSINESS PLAN

- Selected strategies/objectives: increase materials budget to \$6.5 million by FY 2004-05 in order to develop the systemwide materials collections to ensure diverse coverage of informational, recreational, and educational materials in a variety of formats and languages; protect the structural integrity of the existing facilities by conducting necessary repairs and renovations on a continuous basis; expand service to underserved parts of the community by opening new libraries including construction on a new 7,500 square-foot library in Northeast Miami-Dade County by March, 2004, opening Palmetto Bay mini-library in a leased facility by April, 2004, and opening West Grove-Virrick park mini-library in a leased facility by September, 2004
- Capital program strategy: upgrade and expand library facilities to meet service demands

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget is \$60,217 million, a 2.9 percent increase from the current fiscal year; funding sources include district property tax revenues of \$53.965 million, state grant funding of \$2.5 million (\$437,000 reduction from the current fiscal year budget), and \$3.752 million in carryover and other revenues; the FY 2003-04 Proposed Budget includes funding for 521 positions, an increase of eleven from FY 2002-03; these new positions will support new and expanded facilities, and include one overage position approved in the current fiscal year to support the Science, Math, and Reading Tutoring (SMART) Program; attrition is budgeted at 7.5 percent; of the total property tax revenues, \$15.284 million is dedicated to the Library expansion plan and service improvements
- Property tax revenues assume no change in the millage rate of 0.486 mills; the property tax roll is estimated to be \$116.884 billion
- The department's FY 2003-04 contingency reserve is budgeted at \$529,000
- ❖ **The Proposed Budget includes funding for four additional full-time positions to support the new Miami Beach Regional Library scheduled to open in early 2004, and six full-time, and four part-time positions to support new facilities**
- The Proposed Budget includes \$400,000 revenue from the Federal E-Rate program; these funds will reimburse the department for technology-related expenses; the Proposed Budget increases the books and materials budget by \$400,000 to \$5.8 million; the goal is to reach the \$6.5 million by FY 2004-05
- The Library will pay \$1.432 million for rent, and management fees for county-owned facilities, and a \$1.961 million administrative reimbursement to the general fund in FY 2003-04
- The Library is expected to receive a \$2 million loan reimbursement from the City of Miami Beach in January, 2004 (the department provided a loan for the purchase of books and materials for the new Miami Beach Regional Library)
- The Library will support the following functions: County Attorney's Office for legal services (\$50,000); Communications Department for the Promotional Spots Program (\$85,000); County Manager's Office (\$57,000); Information Technology Department and e-Government technology infrastructure, and the Chief Information Office support services (\$557,430)
- A pilot program to complement free access to the Internet with premium service to reduce waiting time has been finalized and will be implemented late summer 2003 at Miami Beach Regional Library; the Library will continue to provide the expanded SMART program to all libraries
- The FY 2003-04 Capital Budget and Multi-Year Capital Plan totals \$52.963 million; all funding is provided by property taxes from the Miami-Dade Library System; funding is provided for ten new branch libraries, library facility repairs and renovations

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



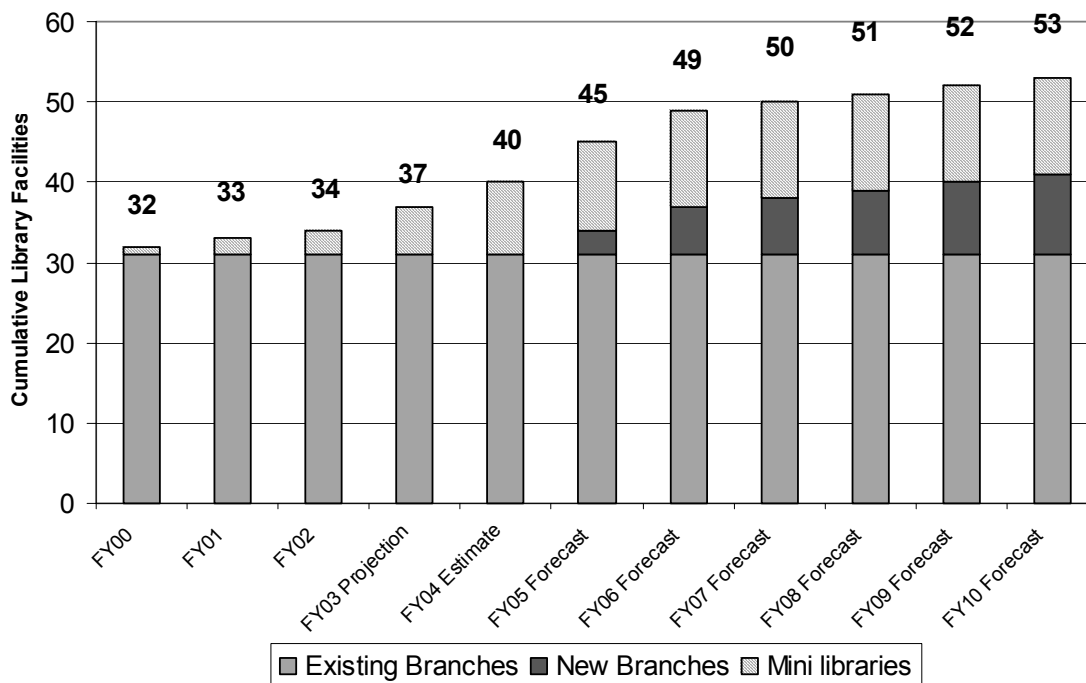
- The land required for the first of two 7,500 square-foot libraries to be constructed in Commission District 2 has been identified and will be acquired in the summer 2003 in Northeast Miami-Dade County (\$545,000); the second site is presently under consideration in the Northwest Arcola Lake area; the total estimated cost for the two facilities is \$4.38 million, including expenditures of \$1.608 million in FY 2003-04
- The cost of land in the Doral and Country Walk areas has made it difficult to fund land acquisition for the construction of the planned 7,500 and 15,000 square-foot facilities, respectively; the properties identified and appraised far exceeded the budgeted amount of \$1 million for Country Walk and \$893,000 for Doral; negotiations with a developer in the Doral area continue; the department will explore with the new City of Doral opportunities for a partnering venture and look into the possibility of entering into a long-term lease of a facility; alternate sites are still being explored in the Country Walk area; the projected cost for the Country Walk facility is \$4.655 million and \$2.962 million for the Doral facility; expenditures of \$1.329 million are anticipated for the Country Walk facility in FY 2003-04
- Following approval of an interlocal agreement with the City of Sunny Isles Beach; the city will construct and fully fund as part of its City Hall, a 7,500 square-foot library that will occupy the first floor; the Library system has not identified funding to equip and operate the facility at this time; opening is anticipated for FY 2004-05
- The construction of the 7,500 square-foot International Mall Branch Library is on hold pending the resolution of development entitlement and zoning issues, which has delayed the transfer of the property to the County; the matter presently with the Planning and Zoning Department, will be taken over by the City of Doral which will have jurisdiction over all zoning matters in the area; this facility is expected to cost \$1.934 million to design and construct
- The department will enter into a joint development project with the Village of Pinecrest to fund a portion of the construction of a 15,000 square-foot facility (\$2.12 million); the village will fund all costs related to planning and design; anticipated opening is FY 2005-06

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Library Department will utilize a 2.5 acre county-owned parcel in the Kendale Lakes area that has been designated for library use to build a 15,000 square-foot branch; construction is scheduled to begin in FY 2003-04 (\$3.59 million)
- The department will build a 15,000 square-foot library branch in a county-owned parcel in the Naranja area; construction scheduled to begin during FY 2003-04 (\$3.588 million); construction of the remaining two 15,000 square-foot branch libraries scheduled beyond FY 2003-04 include Hialeah Gardens (\$5.204 million) and Killian (\$5.530 million)
- The department has completed repairs and improvements at the following facilities: roof replacement and repairs at Allapattah, Grapeland Heights, Culmer/Overtown, and West Flagler branch libraries (\$253,000); air-conditioner replacement at Coral Reef, North Shore, and Lemon City libraries (\$539,000); parking lot lighting at Coral Gables branch and North Dade Regional Library (\$162,000); and renovations at Homestead and Model City branches (\$544,000)
- ❖ **The department will complete the following repairs, renovations, and improvements during FY 2003-04: landscaping at Allapattah, Lemon City, Shenandoah, West Flagler, and North Central branches (\$30,000); parking lot resurfacing and fountain repairs at Coral Gables (\$110,000); parking lot resurfacing at Coral Reef and West Dade Regional (\$150,000); interior renovations at Culmer/Overtown, North Shore, West Flagler, and Edison (\$176,000); heating, ventilation, and air-conditioning (HVAC) replacements at West Kendall Regional, Shenandoah, and Key Biscayne branches (\$875,000); roof replacements and parking lot expansion at the Kendall branch (\$220,000); furniture, fixtures, and equipment for Culmer/Overtown, Edison, and West Flagler branches (\$90,000); exterior and interior painting at Culmer/Overtown, Edison, Lemon City, North Central, and West Flagler branches (\$63,000); asbestos abatement at Culmer/Overtown branch (\$20,000); fire code-mandated work at the North Dade Regional branch (\$75,000); other repairs and renovations at various branches (\$316,000)**
- The following mini-libraries opened during FY 2002-03: Naranja (April, 2003), Tamiami (May, 2003), an expanded Doral (July, 2003) and Lakes of the Meadow (August, 2003)
- ❖ **The Library Department will open three additional mini-libraries in FY 2003-04: West Miller/Sunset (December, 2004, \$586,000); Palmetto Bay (April, 2004, \$627,000); and West Grove-Virrick Park (September, 2004, \$627,000)**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Library System Capital Program



UNMET NEEDS

- Operating unmet needs total \$2.377 million in one-time expenditures (see appendix for details)



The library system's annual summer reading program.

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Property Tax		Other Funding		Total Funding		Total Positions	
Primary Activity	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Branch and Youth Services	8,472	9,932	10,521	6,252	18,993	16,184	322	323
Director's Office	3,834	5,996	0	0	3,834	5,996	21	20
Main, Technical Support and Collection	18,223	19,654	0	0	18,223	19,654	110	109
Marketing, Media Relations, and Support	15,848	15,353	0	0	15,848	15,353	37	45
Outreach and Special Services	1,619	3,030	0	0	1,619	3,030	20	24
TOTAL	47,996	53,965	10,521	6,252	58,517	60,217	510	521

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	23,236	25,159	28,165
Other Operating	24,245	30,941	31,348
Capital	1,601	2,417	704
TOTAL	49,082	58,517	60,217

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : RECREATION AND CULTURE									
LIBRARY FACILITIES - NEW	747	5,407	8,775	5,924	2,948	4,780	4,075	1,307	33,963
LIBRARY FACILITIES - REPAIRS AND RENOVATIONS	3,500	2,125	2,750	2,625	2,000	2,000	2,000	2,000	19,000
TOTAL :	4,247	7,532	11,525	8,549	4,948	6,780	6,075	3,307	52,963

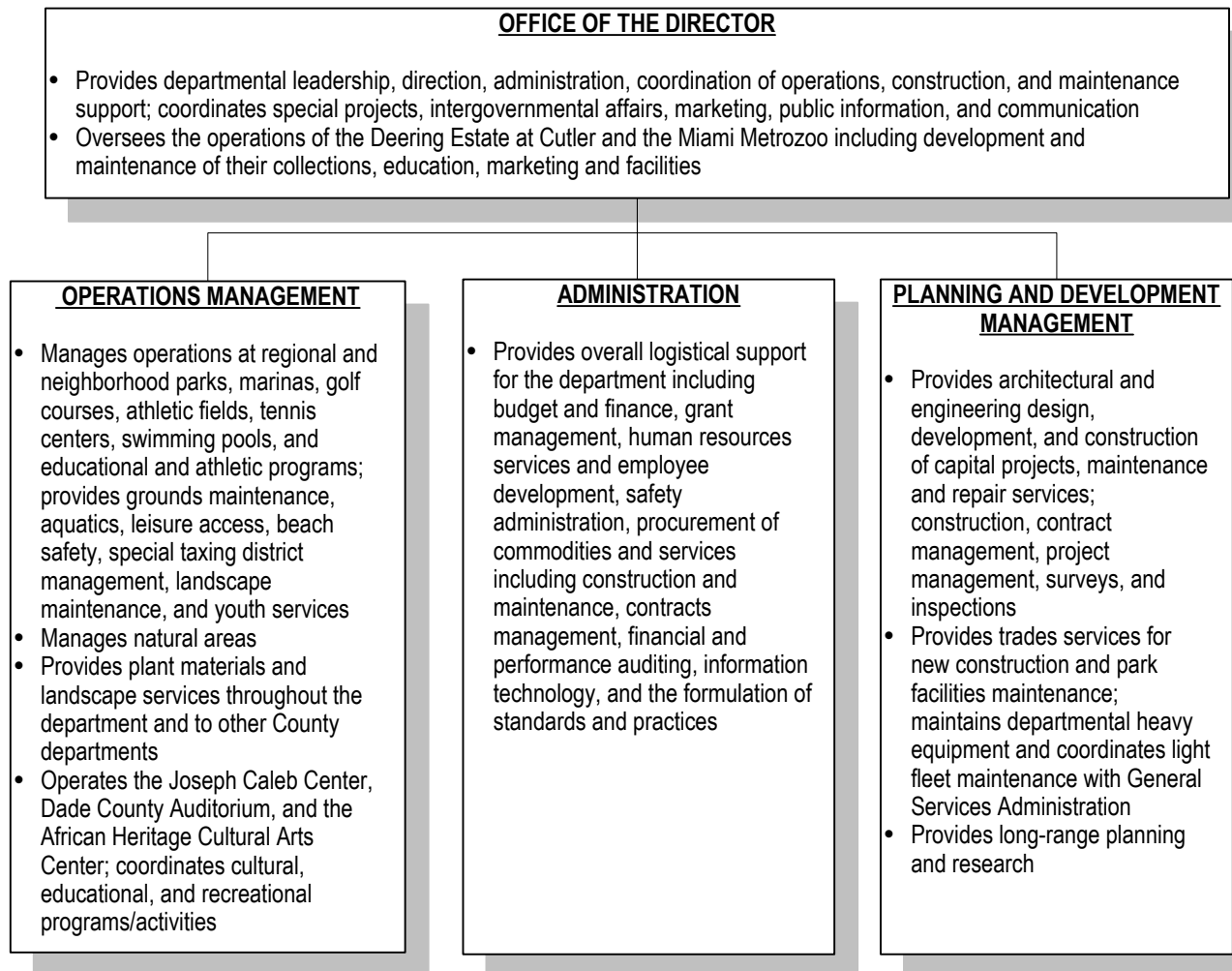
2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Park and Recreation

PURPOSE

Develop, operate, and maintain parks and other recreational areas; provide recreational and cultural programs; conserve open space and preserve assigned natural areas for present and future generations.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Selected strategies/objectives: provide modernized, safe, and secure parks and recreational facilities; maintain park grounds, facilities and equipment in optimum condition through the timely and cost effective delivery of repairs and maintenance services; create, expand, and diversify quantity and quality of youth, adult, and recreational programming; develop and implement Eco-adventures and other nature-based programs that increase awareness of Miami-Dade County's unique natural resources; expand and diversify the quantity and quality of recreational opportunities for people with disabilities; expand At-Risk Youth recreation-programming efforts by implementing the recommendations made by Florida International University in the evaluation of the

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Goodlife Mentoring Program; establish a fundraising unit that will aggressively pursue fundraising opportunities; continue to enhance the operations of golf courses and marinas for the benefit of both residents and tourists while ensuring adequate revenue support for other park operations

- Capital program strategy: acquire and develop new parks and facilities to meet community recreation needs and achieve concurrency in underserved neighborhoods; increase the inventory of available park acreage through new land acquisitions and general plan approvals for both existing and newly acquired parks; initiate the development of an updated recreation and open space master plan; complete new facilities at a minimum of 12 parks in FY 2003-04 with Safe Neighborhood Parks (SNP), Quality Neighborhood Improvement Parks (QNIP), Capital Outlay Reserve (COR) and other capital funding sources; continue to address compliance requirements with Consent Agreement between the Department of Environmental Resource Management (DERM) and Miami-Dade Park and Recreation Department; restore and maintain natural areas, including completion of the final phase of SNP funded restoration

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

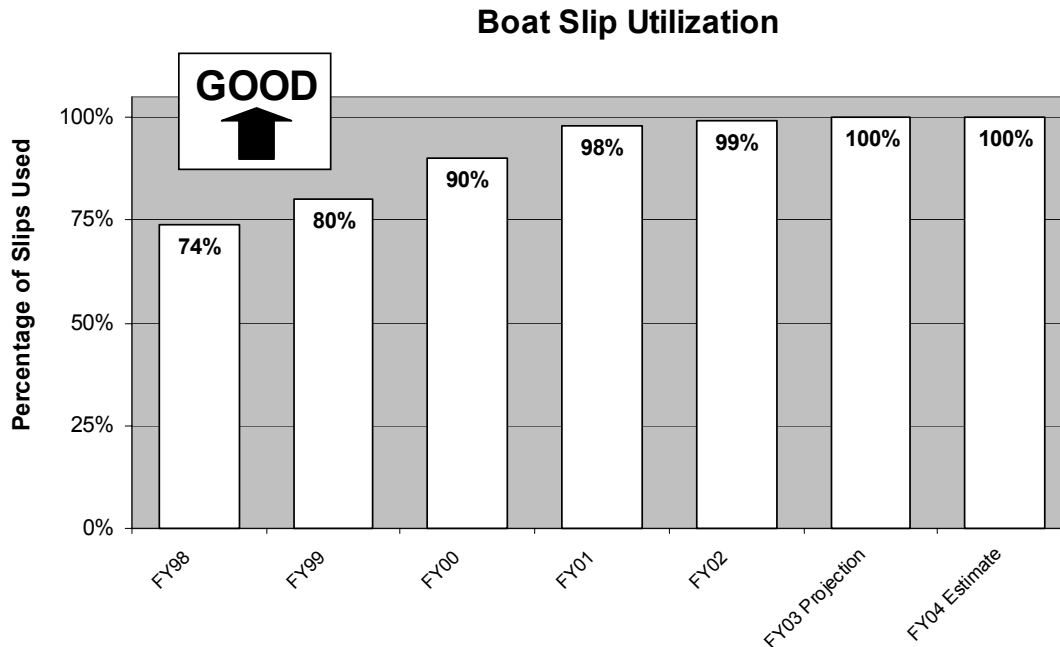
- The FY 2003-04 Proposed Operating Budget for the Park and Recreation Department is \$93.074 million, a 4.8 percent increase from the current fiscal year; the countywide subsidy is proposed to increase from \$28 to \$35.302 million and the unincorporated municipal service area (UMSA) subsidy is proposed to decrease from \$28.001 to \$22.563 million, as a result of a preliminary reclassification of several parks designated of regional significance; interagency transfers remain at \$600,000; non-general fund revenues increase from \$32.853 to \$34.609 million; self-generated (non-general fund) revenues include \$4.447 million from the Miami Metrozoo, \$5.434 million from marina operations, \$6.156 million from golf courses operations, \$615,000 from operations of the Deering Estate, \$1.2 million from a landscape maintenance contract agreement with the Town of Miami Lakes, and \$200,000 in community-based organizations (CBOs) carryover; 58 additional positions to staff new facilities and pursuant to County policy, the transfer of long-term part-time employees to full-time were authorized during FY 2002-03, increasing the staff count to 1,224; for FY 2003-04 funding is included for 1,256 positions, attrition is budgeted at ten percent (five percent for Miami Metrozoo)
- In light of incorporation and annexation activity, the department is developing a master plan for a regional park system; a preliminary review resulted in the designation of several parks as regional in nature and these adjustments are reflected in the allocation of departmental funding between the countywide and UMSA general fund (a shift of \$4.9 million)
- ❖ **The department will make the following expenditure reductions and adjustments to services in FY 2003-04 (\$3.631 million): including transfer Coral Reef Park and Tennis Center, Perrine, and Perrine wayside parks to the Village of Palmetto Bay (\$311,900, three positions); reducing new fleet purchases by (\$200,000); reduce marketing (\$100,000 for Park operations and \$159,300 for Metrozoo); reduce park operations facility maintenance (\$200,000) and development work order reserve (\$100,000); additionally, the department will increase attrition from eight to ten percent (\$2.344 million)**
- ❖ **The functions of the safety office will be absorbed by other staff resulting in a reduction of two positions (\$92,500)**
- The department will use funds donated by the Miami Heat to support summer programs (\$200,000)
- The Park and Recreation Department and DERM have entered into an agreement whereby Environmental Endangered Lands (EEL) funds will be made available for the maintenance of natural areas (\$1 million)
- ❖ **Additional positions for FY 2003-04 include the following: one position is recommended to coordinate the departments fundraising efforts which are projected to reduce the need for a general fund subsidy (cost of \$72,000 is offset by contributions); one position to enhance facility repairs at each of the marinas, four marina attendants to enhance quality of service at four marinas currently not meeting the**

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Memorandum of Understanding staff requirements, and one guard at Hoover Marina to improve level of security (funding is provided through the marina MOU \$237,000); one Zoo Curator of Mammals (\$56,000 funding from increased revenues); two positions to manage work load increase at the Landscape Agency (\$80,262 funding from increased revenues); one position to support the Crandon Golf Course and management of the new clubhouse, (\$57,000 funding from increased revenues); one position to implement the Mayor's Health and Fitness Program (\$85,000); 16 part-time staff members currently working full-time hours to be converted to full-time status; and one long-time temporary employee to permanent full-time status (funded from SNP and existing Park funds \$32,000)

- ❖ The department anticipates that the combination of an increase in yearly rounds and winter/summer golf rates will generate \$500,000; other fee increases include: boat ramp fees from \$8 to \$10 and annual permits from \$100 to \$120 (\$150,000); fees for wet slips and transient dockage at the marinas (\$200,000); Deering Estate gate admission to \$7.00 from \$6.00 for adults and \$5.00 from \$4.00 for children (\$10,000); showmobile and sound system rental rates (\$10,000); Mountain Bike program at Amelia Earhart Park (\$70 per week); rental rates for the second story at the Cabanas at Crandon Park; and the Equestrian Center at Tropical Park
- The department will continue to support one-half of a web designer in the e-Government Department (\$30,000); Miami-Dade TV Promotional Spots Program (\$85,000); and building rental cost to Solid Waste Management Department (\$727,000)
- The department will continue funding for Fairchild Tropical Gardens education and outreach programs, horticulture and facility operations, and visitor services (\$378,000)
- The department will receive a reimbursement from the Miami-Dade Police Department for Park and Recreation security costs (\$1.033 million) and from the Convention Development Tax to operate and maintain the Crandon Tennis Center (\$500,000)
- The department relocated its information technology functions by transferring eight full-time positions to e-Gov and the Information Technology Department (ITD); funds associated with current personnel costs will be used for contract agreements with e-Gov and ITD
- The Special Taxing District Management Division was established in order to consolidate the segregation of expenses associated with and funded by Landscape Maintenance Special Assessments
- A recommendation regarding the status of Park and Recreation Ocean Lifeguard Rescue Unit is pending further review and will be presented to the Board of County Commissioners (BCC) before the September budget hearings
- The department completed the transfer of Miami Lakes park to the Town of Miami Lakes as approved by the BCC on March 11, 2003, Resolution R-219-03
- In FY 2002-03, the department purchased and installed radios in approximately 50 vans used to transport children with funding provided from the Liability Trust Fund (\$75,000)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



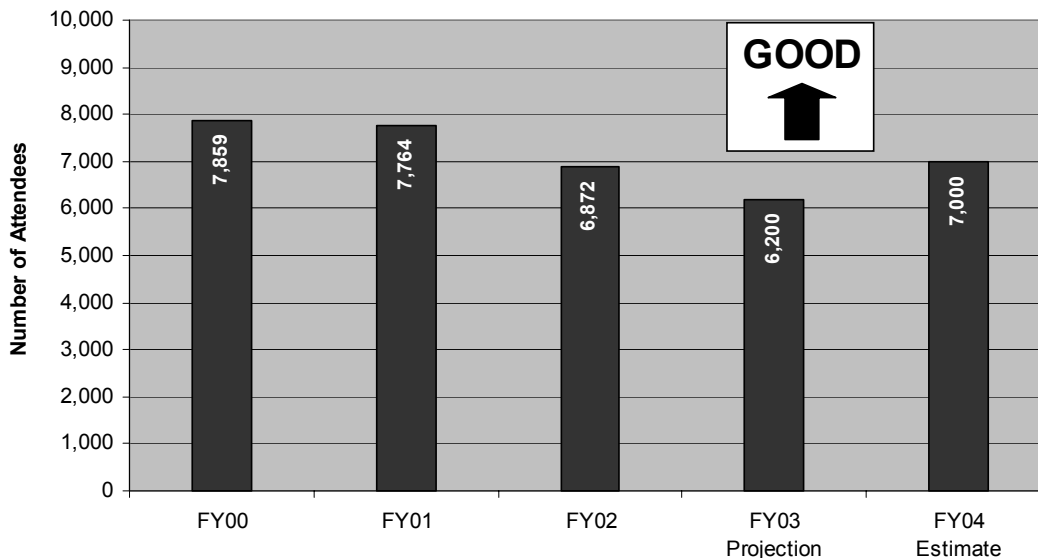
- The second year of gainsharing at the six County marinas generated revenues and cost savings of \$767,783 above the minimum guarantee of \$2.088 million; funds will be used for marina capital projects; \$81,705 was shared with 44 employees pursuant to the gainsharing guidelines in the Memorandum of Understanding (MOU); marinas are budgeted in accordance with standards established in the MOU
- The department increased marketing and promotion during FY 2002-03, for Park services and amenities (\$250,000); through the "Been to the Park Lately?" campaign; billboards along major roads/expressways and in 26 bus shelters; weekly ads; and targeted ads such as for Cournocopia of the Arts, Music Mosaic Series and Ecotourism
- ❖ **Funding is included to operate, program, and maintain 11 new and expanded parks/facilities (\$998,000, 16 positions): Amelia Earhart Park Sports Complex (phase I) and 5-mile mountain bike trail (\$104,000 and \$47,000 respectively, four positions); Bird Lakes Park Field Center (\$55,000, one position); Soar Park building improvements and program expansion (\$82,000, three positions); Crandon Park Bear Cut Preserve and boardwalk (\$55,000, two positions); Boystown (Camp Matecumbe) land and facilities acquisition (\$311,000, one position); Brothers to the Rescue Memorial Park parking lot lighting (\$2,000); Eureka Villas Field Center (\$56,000, one position); Westwind Lakes Park new recreation center (\$172,000, one position); Cinco de Mayo Park, leasing and program activities (\$56,000, one position); Cutler Ridge Park new recreation building and program expansion (\$39,000, one position); and Crandon Golf Course new clubhouse (\$19,000, one position)**
- The FY 2003-04 Proposed Capital Budget and Multi-Year Capital Plan of \$262.379 million is supported by the following revenues: SNP bond proceeds and interest earnings (\$50.419 million awarded through FY 2002-03) and \$57.512 million expected beyond FY 2003-04; QNIP bond proceeds (\$34.815 million); impact fees (\$51.545 million); state grants (\$7.126 million); federal grants (\$500,000); Capital Outlay Reserve (COR) fund (\$35.737 million); cash donations (\$3 million); Professional Sports Franchise Facility Bonds (\$2.6 million); financing proceeds (\$11 million); 2002 Capital Asset Acquisition Bonds (\$7 million); and the Liability Trust Fund (\$1.125 million)
- COR fund will provide \$5.725 million for park projects in FY 2003-04, a decrease of \$824,000 from the FY 2002-03 budgeted level; the Proposed Budget includes \$2.55 million for local park repairs and renovations (including \$450,000 for CBOs undertaking capital improvement projects at County parks); \$1.500 million for

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

areawide park repairs and renovations (including \$200,000 for Crandon Park improvements); \$450,000 for heavy and off-road equipment serving local parks in the unincorporated municipal service area (UMSA); \$250,000 for planning and design of the Ferri property; \$450,000 for beach maintenance equipment; \$450,000 for the replacement of aging heavy, turf maintenance equipment for areawide parks; and \$75,000 for environmental and safety improvements

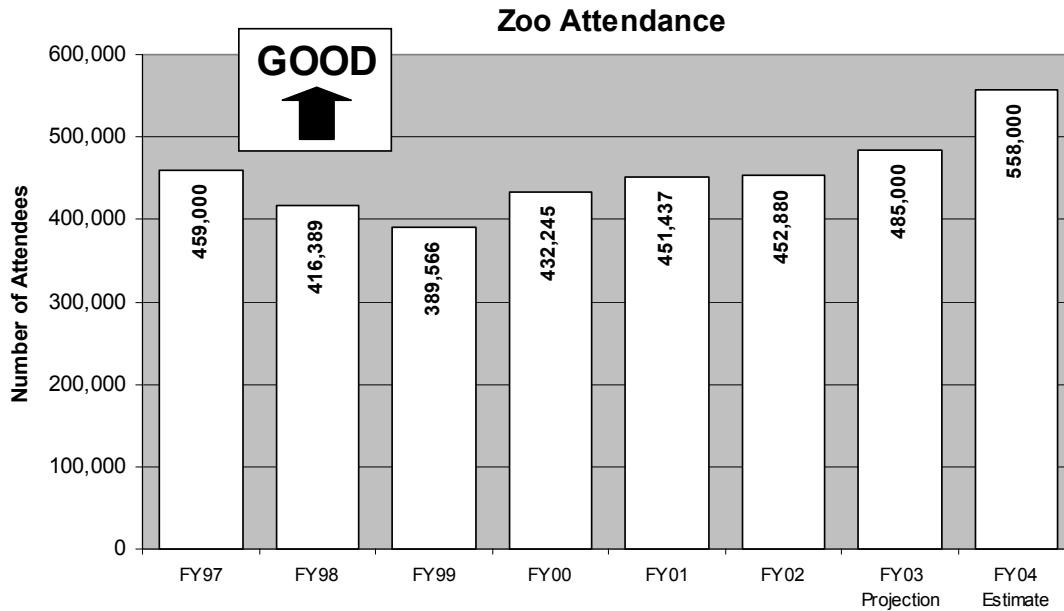
- The department will continue connecting park facilities to the County sewer system with funding provided by Miami-Dade Water and Sewer Department (WASD) (\$3 million); funding is included for water and sewer cost increases due to additional (five new and eight existing) sewer lines installed in park facilities (\$266,000)
- The Proposed Budget includes \$200,000 from the QNIP bond interest and \$265,000 from Impact Fees to fund various planning activities outside of specific capital improvements projects
- ❖ **The following areawide capital projects will be completed during FY 2003-04: music hall addition at African Heritage Cultural Arts Center with Performing Arts Center music hall addition funded with a State of Florida grant, Performance Arts Center grant and SNP (\$2.35 million); improvements to the south addition at Deering Estate from SNP and COR (\$160,000); Crandon Golf Course Clubhouse with proceeds from the issuance of 2002 Capital Asset Acquisition Bonds (\$3.4 million); dune corridors, landscaping, and marina renovations at Haulover Park and Marina with funds from SNP and COR (\$2 million); utilities and electrical upgrades at Camp Owaissa Bauer with SNP funds (\$500,000); renovation to the boxing center and construction of a field center at Tropical Park with funds from COR (\$250,000)**
- The department will complete the soccer complex at Amelia Earhart Park by summer of 2003 with SNP Bond funds (\$4 million)
- The department completed clubhouse repairs, driving range relocation, and parking lot repairs at the Golf Club of Miami (a total cost of \$5.5 million); stormwater drainage, pipeline protection, a new irrigation system, cart path construction, and sodding are scheduled for completion in November, 2003 (\$5.2 million)

Deering Estate Attendance



- The Mangrove Boardwalk at the Deering Estate at Cutler was completed in December, 2002; the People's Dock at the Deering Estate at Cutler is anticipated to be completed by summer of 2003 (\$440,000)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



- The Aviary at Miami Metrozoo was completed and the grand opening was May 3, 2003; the Proposed Budget allocates \$480,000 for Aviary operations; the endangered species carousel at Miami Metrozoo, which was funded with a \$500,000 loan from COR is expected to open in the fall 2003 (\$25,000 of the loan was repaid in FY 2002-03 and \$82,000 is programmed for FY 2003-04 Proposed Budget); Miami Metrozoo monorail renovations are expected to be completed in FY 2003-04 (\$700,000)



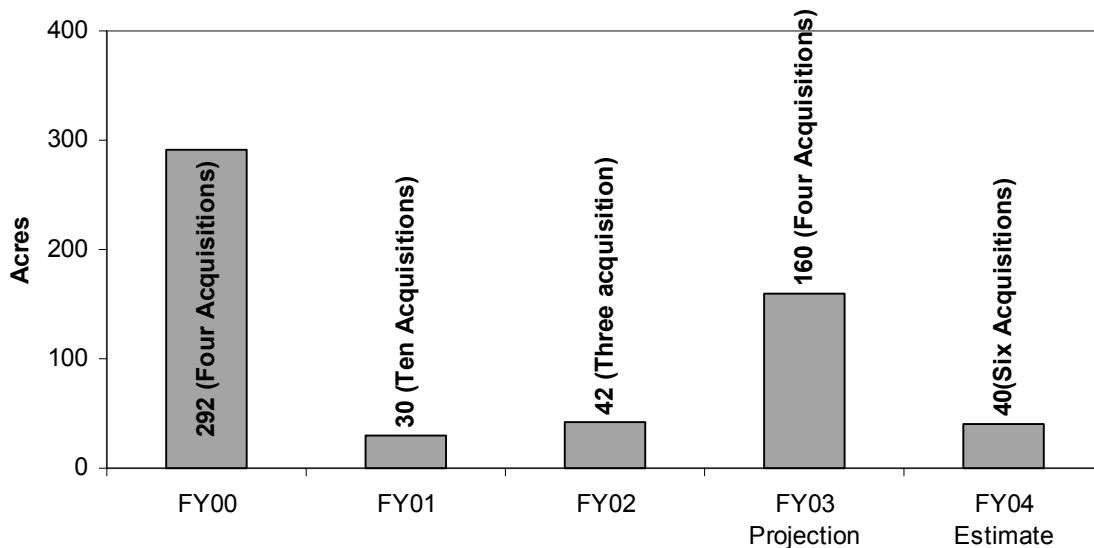
Visit the Parks and Recreation Department's newest attraction, the Wings of Asia Aviary, at Miami Metrozoo.

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Phase I construction to expand the marina at Haulover Park is pending resolution of the U.S. Army Corp of Engineer's concerns regarding Johnson's Sea Grass; construction completion is expected in the fall 2004
- The status of new and expanded facilities areawide funded in FY 2002-03 are as follows: renovation of the Crandon Park Beach cabanas (phase II) was completed June, 2003; Greynolds Park campground completion expected by November, 2003; the soccer field and walkway at Miller's Pond Park was completed June, 2003; phase I construction of the Southridge Park stadium was completed in May, 2003; Palmetto Golf Course parking lot expansion was completed in May, 2003; stadium improvements at Tropical Park including the field house, ticket booth, and press box elevator are schedule for completion in July, 2003
- ❖ **The following capital projects will be completed in the unincorporated area during FY 2003-04: running track at Carol City Community Center with QNIP, Impact Fees, and COR funds (\$750,000); field center at Bird Lakes Park with QNIP funds (\$625,000); field center at Brentwood Park with Impact Fee funds (\$500,000); small recreation center at Carol Park with funds from SNP and QNIP (\$660,000); basketball court and restroom building renovations at Country Lake Park with SNP funds and Impact Fees (\$500,000); recreation center at Country Village Park with QNIP and COR funds (\$850,000); field center at Doral Meadow Park with QNIP funds (\$1.1 million); field center at Eureka Park with QNIP and COR funds (\$550,000); field center at Eureka Villas Park with Impact Fees (\$750,000); recreation center at Little River Park with QNIP funds (\$650,000); drainage and park improvements at Norman and Jean Reach Park with SNP and COR funds (\$300,000); restroom building at Sandpiper Park with QNIP funds (\$300,000); recreation center at Scott Park with SNP and COR funds (\$500,000); recreation center at Soar Park with SNP and QNIP funds (\$518,000); and recreation center and soccer fields at Westwind Lakes Park with SNP and Impact Fee (\$2 million)**
- The status of new and expanded facilities in the unincorporated area funded in FY 2002-03 are as follows: purchased and installed playground, access control, and walkway at Arvida Park; completed improvements to North Trail Park playground, sodding, parking lot and perimeter trees; completed a temporary parking lot to provide parking at Brothers to the Rescue Park; design completion for the development of the Carol City Community Center Youth Educational and Sports Center (multi-year project) is expected by November, 2003; improvements at North Shorecrest Park playground (Phase I) and access control (phase I) are expected to be completed by December, 2003; completion of restroom renovations at Doral Park is expected by July, 2003; completed soccer field sodding at Three Lakes Park; the soccer field and parking lot lighting expected completion in November, 2003; completed two lighted soccer fields and parking at Kendall Soccer Park
- Phase I (69 parks) of the outdoor electrical safety and lighting infrastructure survey project will be completed by summer of 2003; as surveys are completed, emergency repairs are identified and completed, funding for phase I is provided by the Liability Trust Fund (\$1.125 million)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

New Parks Land Acquired



- The department completed the following acquisitions and expansions during FY 2002-03: Boystown (Camp Matecumbe) (21.46 acres), Eureka Park Expansion (.16 acres), Area 323 expansion (1.89), Martinez Army Surplus Property (135 acres); for FY 2003-04 the department is anticipating the following six acquisitions: Monterrey Park expansion, Jordan Commons, Triad Park, Local 6a, Scott Park expansion; unwilling sellers have not permitted the purchase of additional property for Gwen Cherry Park, and as a result reprogramming of allocated funds is under review; and a sixth facility to be determined (funding to be provided from impact fees, SNP, and QNIP funds)

UNMET NEEDS

- Operating unmet needs total \$8 million in recurring costs, \$10.1 million in one-time costs and 99 positions (see appendix for details)
- Unfunded capital needs consist of 125 projects with an estimated cost of \$1.017 billion and requires \$388 million in recurring operating costs (details are in the Unfunded Projects listing in the accompanying Appendix book)

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$s in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
Primary Activity	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Administration	3,772	5,155	2,840	1,874	2,702	95	9,314	7,124	91	87
Arts and Cultural Affairs	1,881	2,736	671	193	1,050	1,104	3,602	4,033	36	40
Community-Based Organizations	107	107	0	0	200	200	307	307	0	0
Construction and Repair	944	4,026	740	1,883	5	0	1,689	5,909	195	201
Deering Estate	1,435	1,460	0	0	593	615	2,028	2,075	24	25
Fairchild Tropical Gardens	378	378	0	0	0	0	378	378	0	0
Metrozoo	5,183	5,258	0	0	3,671	4,447	8,854	9,705	118	121
Outdoor Resources	305	0	0	0	1,107	1,215	1,412	1,215	52	66
Park Operations	13,995	16,182	23,750	18,613	20,902	24,644	58,647	59,439	628	694
Subtotal, Recreation and Culture	28,000	35,302	28,001	22,563	30,230	32,320	86,231	90,185	1,144	1,234
Administration	0	0	0	0	0	0	0	0	0	0
Special Taxing District	0	0	0	0	3,223	2,889	3,223	2,889	22	22
Subtotal, Neighborhood and UMSA Services	0	0	0	0	3,223	2,889	3,223	2,889	22	22
TOTAL	28,000	35,302	28,001	22,563	33,453	35,209	89,454	93,074	1,166	1,256

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	99,897	109,834	122,615
Other Operating	54,467	62,149	59,748
Capital	655	3,702	896
TOTAL	155,019	175,685	183,259

CAPITAL EXPENDITURE SUMMARY (\$ IN THOUSANDS)

	PRIOR	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	FUTURE	TOTAL
STRATEGIC AREA : RECREATION AND CULTURE									
ADA ACCESSIBILITY IMPROVEMENTS	30	300	400	400	370	0	0	0	1,500
ENVIRONMENTAL PROJECTS	11,215	5,193	0	0	0	0	0	0	16,408
LOCAL PARKS - NEW	24,675	11,150	16,151	12,000	10,700	7,507	5,194	0	87,377
LOCAL PARKS - RENOVATION	16,123	14,175	15,615	12,761	6,500	1,715	0	0	66,889
METROPOLITAN PARKS - NEW	2,564	560	2,500	3,000	2,000	676	0	0	11,300
METROPOLITAN PARKS - RENOVATION	25,715	19,444	10,326	10,316	8,799	3,299	503	503	78,905
TOTAL :	80,322	50,822	44,992	38,477	28,369	13,197	5,697	503	262,379

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Safe Neighborhood Parks

PURPOSE

Provide support and management services to the Safe Neighborhood Parks (SNP) Citizens' Oversight Committee and ensure the disbursement of the SNP program bond proceeds and interest earnings is in accordance with the SNP ordinance.

FUNCTIONAL TABLE OF ORGANIZATION

SAFE NEIGHBORHOOD PARKS

- Administers the Safe Neighborhood Parks bond program proceeds and interest earnings
- Provides staff support to the Safe Neighborhood Parks Citizens' Oversight Committee to insure coordination with capital project management among the County, the municipalities, and not-for-profit organizations

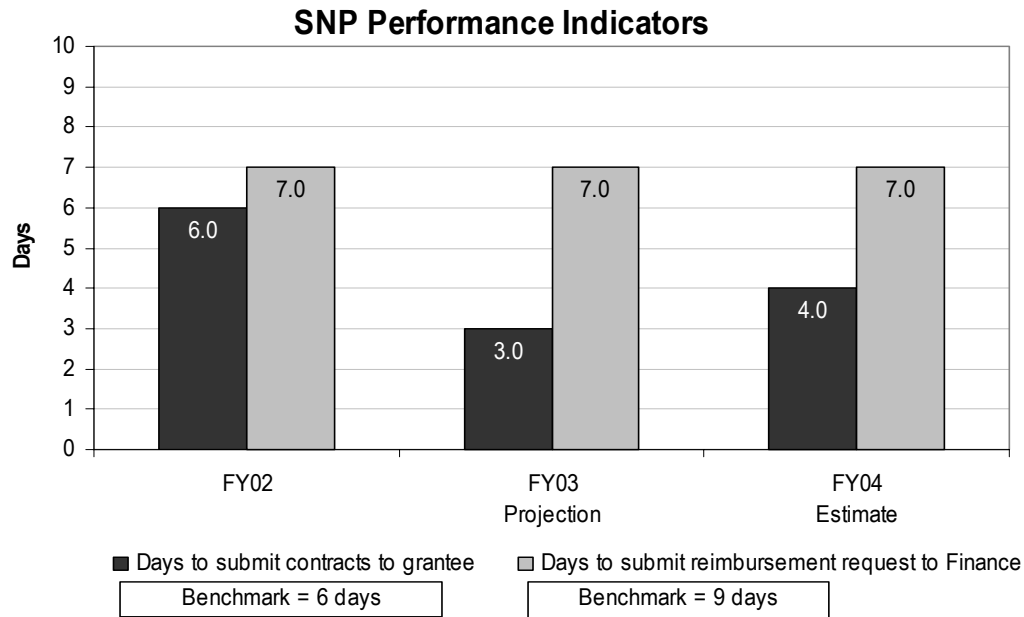
BUSINESS PLAN

- Selected strategies/objectives: facilitate the award, distribution, and monitoring of bond proceeds by reducing the preparation time of contracts and amendments; reduce the submission time to the Finance Department for payment; and conduct an annual survey of the SNP Citizens' Oversight Committee and grantees

SERVICE STATUS AND FY 2003-04 RECOMMENDATIONS

- The FY 2003-04 Proposed Operating Budget for SNP is \$530,000 (funded from SNP bond interest), which represents a 6.3 percent increase from the FY 2002-03 Budget
- The Proposed Budget assumes the office will be fully staffed with four permanent positions; partial funding is included for one clerical position in the Miami-Dade Park and Recreation Department throughout FY 2003-04; the Proposed Budget also includes a \$16,000 administrative reimbursement to the general fund
- Arbitrage penalties due from the Series 97 bond issue were paid in the current fiscal year (\$606,000); interest proceeds have been identified as reserves to pay future arbitrage costs (\$736,000)
- The Citizens' Oversight Committee is anticipated to approve issuance of \$20 million for the Series 2004 bond sale to fund park improvement projects for the Park and Recreation Department (\$16.02 million), and the cities of Miami (\$3 million), Miami Beach (\$29,000), and Homestead (\$950,000)
- Work assignments in SNP were reorganized allowing for the reduction of one Construction Manager position in FY 2003-04
- Planned issuance of the 2003 bond series has been delayed until the summer of 2004 in order to maximize the number of eligible projects; the department has reviewed and executed contracts with grantees for \$1.6 million funded from interest earnings

2003-2004 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

Funding Summary (\$ in 000s)	Countywide General Fund		Unincorporated Area General Fund		Other Funding		Total Funding		Total Positions	
	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04	02-03	03-04
Primary Activity										
Oversight Committee Support / Admin.	0	0	0	0	418	530	418	530	4	4
Project Monitoring	0	0	0	0	80	0	80	0	1	0
TOTAL	0	0	0	0	498	530	498	530	5	4

	Actual 01-02	Budget 02-03	Proposed 03-04
Personnel	355	405	444
Other Operating	86	93	86
Capital	0	0	0
TOTAL	441	498	530